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AUTHOR Dolak, Frank J.
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ABSTRACT

This annotated bibliography provides citations for selected English language journal articles and books that stress and address general, broad concerns of the academic library. Following citations of two bibliographies, the citations are presented in six general categories: (1) budgeting (12 titles); (2) decision making (9 titles); (3) directing (19 titles); (4) organizing (9 titles); (5) planning (8 titles); and (6) staffing (10 titles). Where a citation is concerned with more than one area of administration, the main focus of the article or book is used to categorize it.
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ACADEMIC LIBRARY LITERATURE, 1981-1984:
A SELECTIVE, ANNOTATED BIBLIOGRAPHY

compiled
by

Frank J. Dolak

May, 1985

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ABSTRACT

The citations in this bibliography have been delimited to those citations that stress and address general, broad concerns of the academic library. Six areas are included: budgeting, decision making, directing, organizing, planning, and staffing.

Many of the citations concern more than one area of administration. When this has been the case, the main focus of the citation has been used to categorize it. Journal articles and books cited in this bibliography have been delimited to those works published in the English language.

Bibliographies.

Penchanshy, M. B. Managing to Survive/Succeed: Potentials within the Library Organization: 1981 LACUNY Institute Bibliography. Washington, D. C.: Educational Resources Information Center, 1981.

An academic library management techniques bibliography prepared for the Spring Institute of the Library Association of City University of New York (LACUNY), 1981. Three areas are addressed: effective management of time; the individual's relationship to the library organization; and, human resource development within the library.

Sellen, M. K. "Survey and Use Studies: An Annotated Bibliography of Recent Studies of Interest to the Academic Library Administrator." Journal of Library Administration 4 (Spring 1983):71-85.

Compiled from recent library literature, the bibliography covers a variety of topics.

Budgeting.

Cooper, Michael D. "Economies of Scale in Academic Libraries." Library and Information Science Research 5 (Summer 1983):207-219.

This article deals with the relationship between budget costs and output in over 3,000 American college and university libraries. Library management, administration, expenditures and organization are also addressed.

Donnellan, Anne M., and Rasmussen, Lise. "Fee-based Services in Academic Libraries: Preliminary Results of a Survey." Drexel Library Quarterly 19 (Fall 1983):68-79.

937 Library directors responded to this survey concerning administration management of fees for searching services, both manual and online, as well as for consulting services.

Harvey, John P., and Spyers-Duran, P., eds. Austerity Management in Academic Libraries. Metuchen, NJ: Scarecrow Press, 1984.

Chapters include and describe budgeting, cost-benefit analysis, accountability, automation, creative management, negotiation, and objectives.

Johnson, Edward R. "Financial Planning Needs of Publicly-Supported Academic Libraries in the 1980's: Politics as Usual" Journal of Library Administration 3 (Fall/Winter 1982):23-36.

A survey of academic libraries relates that most see budgetary constraints and attending difficulties which arise from this financial picture in the foreseeable future. Funding improvements can only come from a greater understanding of the mission and role of the academic library in the collegial environment.

Jones, Kay P. "Financial Restrictions in Academic Libraries." College and Research Libraries News 44 (September 1983):269-270.

Budget cuts in academic libraries are discussed as a result of a survey. Creative solutions to budget cuts are presented as well as how these cuts effected library organization, staff and administration.

Lunden, Elizabeth. "The Library as a Business." American Libraries 13 (July/August 1982):471-472.

In the light of ever tightening economies, the need to run academic libraries in cost-effective, efficient ways, like businesses, is discussed. It is maintained that through this process, library excellence can be maintained.

Martin, M. S. "Budgeting--The Practical Way." Canadian Library Journal 39 (October 1982):299-302.

The problem of inadequate library budgets is addressed. The basic principles that should be observed and techniques to be used and adopted are discussed.

McCabe, G. B. Issues Facing Academic Libraries in the 1980's. Washington, D.C.: Educational Resources Information Center, 1982.

Written by the Director of Libraries at Clarion State College, the problems discussed are twofold: decreasing budgets and the increase in user demand. Budgets, resource sharing and staff considerations are also presented.

Sharrow, Marilyn J. "Budgeting Experience--At the University of Toronto Library." Canadian Library Journal 40 (August 1983):205-207.

A very thorough discussion of how the library administration at the University worked its way through a budget reduction of \$426,000 and the

reduction of 23 staff positions. Budgeting concerns include the discussion of Planning Programming Budget System, the planning of goals and objectives, line-item budgets as well as the actual budget process itself.

Stayner, Richard A. "The Consequences of Declining Capital Funding for Libraries." Australian Library Journal 31 (November 1982):17-25.

Library administration, management and organization in academic libraries are addressed in relation to financial cuts made by the Australian Government. Cost-effective procedures and comparison are stressed for wise use of resources.

Ungarelli, Donald L., and Grant, May McNierney. "A Fee-Based Model: Administrative Consideration in an Academic Library." Drexel Library Quarterly 19 (Fall 1983):4-12.

A demonstration of performing a business service in an academic library setting is related in this discussion. The changing role of the librarian as well as various aspects of a university library are also discussed.

Wooley, W. T. "Motherhood, Hard Times, Politics and the University of Victoria Library." Canadian Library Journal 40 (August 1983):201-203.

Due to budgetary constraints, librarians must become better managers and politicians to demonstrate that they are using their budgets efficiently. Managers should avoid the "motherhood" statements about the vital role of the academic library.

Decision Making.

Anderson, Paul M., and Miller, Ellen G. "Participative Planning for Library Automation: The Role of the User Opinion Survey." College and Research Libraries 44 (July 1983):245-254.

The administrative decision making of the University of Cincinnati and its use of a user opinion survey for library planning and automation are presented. The participative planning process survey includes methodology, instrument design and analysis of the results.

Bechtel, Joan. "Collegial Management Breeds Success." American Libraries 12 (November 1981):605-607.

A discussion of one of the winners in this

journal's competition for innovative library programs. The discussion concerns the Dickenson College Library, its professional mission, administration, and the interprofessional relationships between the faculty and the students.

- Burckel, Nicholas C. "Participatory Management in Academic Libraries: A Review." College and Research Libraries 45 (January 1984):25-34.

The theory of participatory management is reviewed as well as its major works. Inferences are drawn as to how these relate in their application to academic libraries. Administration, management, and organization are addressed.

- Chorba, R. W. and Bommer, M. R. W. "Developing Academic Library Decision Support Systems." Journal of the American Society for Information Science 34 (January 1983):40-50.

Decision Support Systems for academic libraries are addressed. Topics include: DSS design, utilization of DSS, database models, DBMS, as well as the syncretism of technology and the manager's judgement.

- Cooper, Jane. Decision Making Processes in British and Canadian University Libraries. Washington, D.C.: Educational Resources Information Center, 1984.

A comparative analysis of 12 university libraries. Assesses the decision making, management styles, management environments, budgeting, policy formation, management teams, and operational issues. A summary of the effective decision making structures are identified.

- Fisher, William. "Use of Selection Committees by California Academic Libraries." Journal of Academic Librarianship 10 (May 1984):94-99.

Concerns the decision making of participative management in which both professional and non-professional personnel partake. Also included is a discussion of selection committees and their cost to the institution.

- Moore, R. E. "The Collegial System: Does it Work in the Library?" Serials Librarian 8 (Winter 1983):95-99.

The Southern Oregon State College's decision to implement a nine month contract because of budgetary constraints is discussed. Modifications in administrative abilities and problems in the collegial system are presented.

Robison, Carolyn Love. "Current, Preferred, and Appropriate Levels of Involvement by Support Staff Members in the Decision-Making Processes of Selected Academic Libraries." Ph.D. dissertation, Georgia State University, 1982.

The findings of this dissertation can be utilized by academic library administrators for the effective use of involving support staff members in programs of continuing education and staff development. If this can be the case, it is shown that the staff can then be increasingly used and involved in participatory management.

Runyon, R. S. "Some Principles of Effective Decision Making in Academic Libraries." Journal of Academic Librarianship 8 (July 1982):144-150.

Decision making in academic libraries is outlined concerning various principles and conditions of effective library management in group context. Discussions include the research and the theory literatures of management and the literatures of the psychology of the group decision process.

Directing.

Beckman, Margaret. "Interaction of Building, Functions and Management." Canadian Library Journal 39 (August 1982):203-205.

Library administration and management are discussed in the context of the interrelationship of library functions and the moving of the University of Guelph's McLaughlin Library into a new building.

Brown, William R. Academic Politics. University, AL.: The University of Alabama Press, 1982.

Sheds light on the strain involved between academic library administrators and faculty members by revealing their respective frames-of-reference. Helpful information on the politics and roles of academia.

Davies, J. Eric. "Libraries in the English New Universities." International Library Review 14 (January 1982):21-40.

University libraries developed by the new British universities during the period of 1961 to 1965 are discussed. Various innovations in library administration, facilities, collections are dis-

cussed in the context of how these new libraries enabled and encouraged these innovations and pursuits.

- DePew, John N., and Allison, Ann Marie. "Survey of Academic Library Administration: Factors Affecting Academic Library Administration, 1976-1981." Journal of Library Administration 5 (Summer 1984): 13-57.

Two surveys are compared from the above two years. Results show that while academic libraries are encountering budgetary constraints and the resultant changes this requires, directors and managers continue to report to the institution's administrators. Directorship turnover rates are examined.

- Dodson, Suzanne C., and Menges, Gary L., eds. Academic Libraries: Myths and Realities. Proceedings of the Association of College and Research Libraries. Chicago: Association of College and Research Libraries, 1984.

This proceeding generated 56 papers. Among the topics included in these papers are library administration, professional development, financial management and academic library budgets, and differentiated staffing.

- Gwinn, Nancy E., and Hass, Warren J. "Crisis in the College Library." AGB Reports 23 (March-April 1981): 41-45.

The administrative role is discussed in the light of budgetary constraints and the trend toward economizing. Various discussions include resource sharing, computer technologies, financial problems, library-faculty partnerships and retrenchment, all in the context of the library being threatened by budgetary constraints.

- Hepfer, William. Administration in Community College Libraries. Washington, D.C.: Educational Resources Information Center, 1984.

Issues facing administrators of the community college are presented. These include administrative qualifications, maximizing library effectiveness, organization of services and standards for this type of library.

- Hiatt, Peter. "Management Skills: Key to Better Service Delivery." Journal of Library Administration 4

(Spring 1983):14-19.

Management skills of librarians can now be evaluated. The skills of communications, sensitivity, management, decisiveness, judgement and tolerance for stress are part of this panoply of evaluation.

. "Should Professionals Be Managers?" Journal of Library Administration 4 (Spring 1983): 21-39.

Library education must maintain the position that librarians need to manage resources, manage decision making and planning effectively, as well as manage personnel more efficiently. It is essential that leadership skills be strengthened and maintained.

Lewis, David W. "Bringing the Market to Libraries." Journal of Academic Librarianship 10 (May 1984):73-76.

Proposes that academic libraries can use business market systems as a mechanism for administrative management. Furthermore, these systems can offer a means of measuring staff performance as well as a basis for exploring and utilizing the new technologies.

McClure, C. R., and Samuels, A. R. Strategies for Library Administrations: Concepts and Approaches. Littleton, CO.: Libraries Unlimited, 1982.

An admirable work that deals and treats various aspects of administration, focusing on information services planning and its administration.

Moore, Mary M. "'New Blood' and Managerial Potential in Academic Libraries." Journal of Academic Librarianship 9 (July 1983):142-147.

Compares three groups that suggest qualities that might make one group more of a manager than another group. Result was that there were no differences between first career, second career and alternative career academic librarians.

Moran, B. B. "Career Patterns of Academic Library Administrators." College and Research Libraries 44 (September 1983):334-344.

A survey of academic library administrators. Results suggest two career patterns: the acquisition of professional credentials for males; and for females, promotions within the institution.

Person, Ruth J., ed. The Management Process: A Selection of Readings for Librarians. Chicago: ALA, 1983.

A portion of some of the most influential and important works in the literature are presented in this collection of readings. This work is divided into seven sections: management in the library setting; decision making and planning; control; organizing; communicating; staffing; and directing. A title that relates to all levels of libraries and management.

Runyon, R. S. "Towards the Development of a Library Management Information System." College and Research Libraries 42 (November 1981):539-598.

Concerns and identifies a major hindrance to library administration: an effective Management Information System. The article outlines a holistic approach involving all library systems as a proposal for a solution to this problem.

Scherdin, Mary Jane. "A Marriage that Works: An Approach to Administrative Structure in Curriculum Centers." College and Research Libraries 45 (May 1984):140-147.

Administrative organization at the University of Wisconsin-Whitewater is discussed. The organization design adopted by the University concerns a joint administrative structure as well as shared staffing between the library and the College of Education.

Sheridan, L. W. "Questioning the Candidate." Journal of Academic Librarianship 8 (September 1982):211-215.

An account (fictional) of the interviewing of a candidate for the position of director in an academic library. Questions include those concerning management and personnel. The thoughts and the concerns of the interviewer are also contained in the article.

Swisher, R. "Sex Structuring in Academic Libraries: Searching for Explanations." Library Quarterly 54 (April 1984):137-156.

A survey of 357 librarians concludes that women do not have administrative positions in proportion to their quantity in the work force. It is further noted that this is still the case when professional credentials are equal or even when women have a doctorate degree.

Wong, W. S. "The First-Time Appointed Academic Library Director, 1970-1980: A Profile." Journal of Library Administration 4 (Spring 1983):41-49.

Occupational mobility, career patterns and a socio-demographic study of first time academic library directors are presented. Further comparisons between public and private four year universities and colleges are also discussed.

Organizing.

Euster, Joanne R., ed. "ARL/OMS Consultant Training Program." Journal of Academic Librarianship 8 (September 1982): 200-210.

The Office of Management Studies' Academic Library Consultant Training Program's objectives are discussed. Participants in the program are trained to help libraries solve library organizational problems. One section is entitled "The Director's Viewpoint."

Hanson, Jo Ann. "A Model for Organization of the Automated Academic Library." Technicalities 2 (October 1982): 7-8.

Suggests that staff management and administration can be modified and restructured because of the introduction of library automation. A small academic library is used as a model to show that through this restructuring all librarians can be seen as library managers by their peers.

Howard, H. A. "Organizational Structure and Innovation in Academic Libraries." College and Research Libraries 42 (September 1981):425-434.

An extremely complex, pedantic study with findings which "support Hage and Aiken's theory that, while the relationship between the structural variability complexity and rate of innovation is positive, it is negative for centralization, formalization, and stratification. The methodology, with some modifications was shown to be transferable."

Jones, Graham. "Comparing Academic Libraries." Library Review 31 (Winter 1982):239-246.

The organization and administration in selected academic libraries in the U.K. were compared by the Centre for Interfirm Comparison. Costs, workloads, expenditures and assessments of management are also compared.

Kroll, H. R. "Beyond Evaluation: Performance Appraisal as a Planning and Motivational Tool in Libraries." Journal of Academic Librarianship 9 (March 1983): 27-32.

Among the many topics discussed in this paper are management by objective and the use of an evaluation program to aid library administration in planning, monitoring and motivating librarians. The various types of performance evaluation are also addressed.

Kurkul, Donna Lee. "The Planning, Implementation, and Movement of an Academic Library Collection." College and Research Libraries 44 (July 1983): 220-234.

The planning and administrative decisions at Smith College Library for the moving of its c.700,00 volumes is related. Personnel requirements are also included.

Martell, Charles. "QWL Strategies: Trust, Subtlety and Intimacy." Journal of Academic Librarianship 9 (July 1983): 164-165.

The type Z organization of William Ouchi is concerned with employee participation in decision making in the basic work unit. This article discusses this concept in relationship to library administration, management, organization, ultimately realizing increased productivity from the staff. Involvement of the staff is the key issue in type Z management.

Moffett, William A. "Don't Shelve Your College Librarian." Educational Record 63 (Summer 1982): 46-50.

Administrative organization and attitudes are discussed in relation to a library's mission in higher education. Organizational communications as well as its problems are included. A discussion of consultation to alleviate these problems is also addressed.

Wasylenko, Lydia W. "Organization Development in a Library Setting: A Case Study." Journal of Library Administration 4 (Summer 1983): 23-42.

A case study conducted in an academic library that concerns planning and organization and administration among other topics. The prime thrust concerns the less than adequate working relationship between technical and public services. Problems include lack of top management participation.

Planning.

Ashoor, M. Saleh. "University Library Planning: The Experience of the University of Petroleum and Minerals." International Library Review 15 (July 1983):273-289.

Generally, an outline of the development of a university library. Included are the planning of goals, objectives, future projections, administrative changes, budgeting, library organization and the decision to go online.

Breivik, P. S. Colorado Academic Library Master Plan, Spring 1982. Washington, D.C.: Educational Resources Information Center, 1982.

The mission, goals, role and objectives of Colorado's academic libraries are presented to them by the Colorado Commission on Higher Education and by the Colorado State Department of Education. The topics include administration of library services and implementation as well as the maintenance of the master plan.

California University, Riverside. Library. The UCR Library Plan for the Eighties. Washington, D.C.: Educational Resources Information Center, 1982.

This report includes an executive summary providing an outline of the library's major planning goals and assumptions, mission and objectives for the 1980's.

Hardesty, Larry L. DePauw University Libraries Self-Study Report. Washington, D.C.: Office of Management Studies, 1982.

This report focuses on recommendations in administration and management, planning and implementation of the planning, personnel and buildings and equipment as a result of the self-study. Included is a library mission statement, materials on policies and decision making as well as a situational analysis of the University in light of the national educational environment.

Johnsen, Edward R. "Academic Library Planning, Self-Study and Management Review." Journal of Library Administration 2 (Summer/Fall/Winter 1981):67-69.

Planning for the future can be facilitated using the proven technique of self-study is the main thrust of the article. Management review, planning and general organizational development can be implemented using this technique.

Meyer, Richard W. "A Methodology and Linear Model for System Planning and Evaluation." Cause/Effect 5 (November 1982):12-15,23.

Library administration and planning, program development, systems development and analysis at Clemson University regarding its library automation program is presented. Methodology and simulation models are also discussed.

Riggs, Donald E. Strategic Planning for Library Managers. Phoenix, AZ.: Oryx, 1984.

Useful information for library administrators at any level and/or type of library. Basically, Strategic Planning involves a planning style that is proactive, instead of reactive.

Webster, Duane E., and Sitts, Maxine K. "Planning Program for Small Academic Libraries." Journal of Library Administration 2 (Summer/Fall/Winter 1981):129-144.

The Office of Management Studies offers this program of assisted self-study. Topics covered in the article include planning, organization and administration.

Staffing.

Cameron, D. B. "Grieving Without Tears." Wilson Library Bulletin 57 (December 1982):313-316.

Summarizes the results of 88 responses to a survey concerning how employee grievances are handled by library administration in academic and public libraries. How the procedures work as well as how and for whom the procedures are written are discussed.

Caynon, William. "Collective Bargaining and Professional Development of Academic Librarians." College and Research Libraries 43 (March 1982):133-139.

Staff management and development are addressed in the light of unionization and the influence of the union in academic libraries.

Elliott, Lynn. "Professional Staff Development in Academic Libraries." Journal of Librarianship 15 (October 1983):237-253.

The organization and administration of staff management and staff development is presented. The applications of two academic libraries' programs is discussed as to how their practices relate to the

literature on these subjects. Drawbacks, benefits and future trends are also presented.

- Hill, Jean M. "Absenteeism: Effect of Employee Counseling in a Library." Journal of Academic Librarianship 9 (January 1984):342-344.

The managerial experience of the University of Guelph Library regarding unscheduled leave, i.e., absenteeism, and the instituting of an absentee counseling program is presented. The results show a marked improvement inside a half-year of the program's implementation.

- Mansfield, Jerry W. "Using an INS Simulation to Forecast Manpower Needs." Journal of the American Society for Information Science 33 (July 1982):217-222.

Predictions that can be used by library administrators using a simulation language to model library operations for labor and personnel needs is presented. The discussion focuses on the manpower needs of circulation.

- Martell, C. and Untawale, M. "Work Enrichment for Academic Libraries." Journal of Academic Librarianship 8 (January 1983):339-343.

A case study of the University of California, Berkeley, showing how the library administration explored the redesign of jobs in order to bring about more quality of work, as well as job enrichment through job enlargement because of automation.

- Martin, M. S. Issues in Personnel Management in Academic Libraries: Foundations in Library and Information Science. Vol. 14. Greenwich, CT.: JAI Press, 1981.

Among the many topics presented in this book are the improvement of personnel management through proper use of findings in organization, sociology, operations research, and management. Includes a chapter on the future of academic libraries.

- Metz, P. and Scott, E. A. "A Proposed Staffing Formula for Virginia's Academic Libraries." College and Research Libraries 42 (March 1981):127-133.

A proposal for managing and balancing the problems of budgetary constraints and maintaining accepted library standards. A summary of Virginia's development of a staffing formula vis-a-vis this twofold problem.

Sewell, Robert G. "Faculty Status and Librarians: The Rationale and the Case of Illinois." College and Research Libraries 44 (May 1983):212-222.

Full faculty status at the University of Illinois is discussed from 1970-1983. Included is a discussion of library administration, work schedules, library policies, collegial governance, academic freedom and standards for job evaluation.

Shaffer, Dale E. A Guide to Writing Library Job Descriptions: Examples Covering Major Work Areas. Salem, OH.: Dale E. Shaffer, 1981.

Examples of job descriptions for use for all library directors. "These descriptions can be used as guidelines in formulating descriptions to use in their own operating environment."